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UNITED STATES DISTRICT COURT  
SOUTHERN DISTRICT OF NEW YORK

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E. JEAN CARROLL,  
Plaintiff,  
-vs- 20 CIV. 7311  
DONALD J. TRUMP, (LAK)(JLC)  
in his personal capacity,  
Defendant.

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DEPOSITION OF ROBERT FISHER  
December 14, 2022

Reported by:  
MARY F. BOWMAN, RPR, CRR  
JOB NO. 220615

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December 14, 2022

10:11 a.m.

Deposition of ROBERT FISHER, held  
at offices of Kaplan, Hecker & Fink, LLP,  
350 Fifth Avenue, New York, New York,  
before Mary F. Bowman, a Registered  
Professional Reporter, Certified Realtime  
Reporter, and Notary Public of the States  
of New Jersey and New York.

1 R. Fisher

2 its counsel and service to clients during  
3 the past three decades."

4 A. Yes.

5 Q. Do you recall what any of those  
6 awards or honors were?

7 A. Yes, I do. Several. Many.

8 They were from the Public  
9 Advisors Society of America. They were  
10 from the Public Communicators of Los  
11 Angeles organization. And -- in other  
12 words, in my profession, like in many, they  
13 have awards programs, and you submit -- you  
14 can submit a project or a program or submit  
15 something that you've done to a  
16 competition, national or local, regional,  
17 whatever, and they pick winners and they  
18 give -- they have a banquet and they pass  
19 out awards.

20 And I won many awards. Most of  
21 them were in the period of the '90s. And I  
22 stopped submitting forms, but I won a lot  
23 of first place awards of excellence or  
24 whatever, many, many, many. And I finally  
25 got tired of submitting -- I didn't feel

1 R. Fisher

2 the need to get any more awards, so  
3 probably around 2000, I stopped submitting  
4 them.

5 Q. Is there an award -- is there an  
6 award that you are most proud of or think  
7 represents your greatest Success?

8 A. Well, I mean, a lot of these  
9 rewards were for reputation damage, what  
10 you'd call crisis communications. And  
11 people that had damaged reputations, I did  
12 programs that won awards.

13 I think the one that I'm note  
14 proud of is for the brothel industry in  
15 Nevada. There would be no brothel industry  
16 in Nevada if it weren't for me. There  
17 wouldn't be one right there if it weren't  
18 for me.

19 Back in 1988, when Rock Hudson  
20 AIDS problem came to fore and everybody --  
21 there was a panic about AIDS -- the  
22 brothels were legalized in 1971 in Nevada.  
23 And 1988 when they -- Rock Hudson thing  
24 hit, the legislature decided to eliminate  
25 brothels because they said anyone that goes

1 R. Fisher

2 in the brothel and has sex goes home to  
3 their wife or girlfriend and passes it on.

4 So the theory was the brothel was  
5 rampant with AIDS and sexually-transmitted  
6 diseases, which wasn't true. You were  
7 safer having sex with a woman in the  
8 brothel than you were with a woman who you  
9 met in church, and that has been  
10 documented.

11 So anyway, the brothel industry  
12 contacted me, long story short, said there  
13 was already a bill in front of the state  
14 legislature, they are going to outlaw us  
15 unless we do something.

16 And I turned around the  
17 perception in a matter of two or three  
18 months to the point where the legislature  
19 dropped the bill and they are still --  
20 there is still brothels in Nevada.

21 So I won several awards for that,  
22 for a crisis reputation management program.

23 I had another one for a program  
24 where some in Marina Del Verde, an upscale  
25 condo complex all the owners were going to

1 R. Fisher

2 get kicked out and I changed -- I managed  
3 to short-circuit the eviction of all those  
4 people through a litigation and through a  
5 program to show how these people were in  
6 bad straits and being harmed.

7 In other words, I've won a lot of  
8 awards for reputation damage and bad  
9 representation programs.

10 Q. With respect to your work on  
11 behalf of the brothel industry, you  
12 testified that you turned around -- let me  
13 rephrase that.

14 You testified that you turned  
15 around the perception in a matter of two to  
16 three months. What specifically did you do  
17 in that time period?

18 A. That was a classic case. That's  
19 going to be taught in schools for years to  
20 come.

21 The bottom line is it's public  
22 perception. Reputation is about  
23 perception. Reputation is perception.  
24 Reputation means how somebody perceives  
25 something, how they view it, that sort of

1 R. Fisher

2 outlaw a brothel because they are rampant  
3 with sexually transmitted disease, what are  
4 they going to do, say, it's not true, it's  
5 not true, it's not true?

6 No one -- there is nothing they  
7 could have done that would make people  
8 believe it. So you had to -- you had to  
9 find somebody that would say what they were  
10 saying that had no ties to them and yet had  
11 total credibility.

12 Q. Okay. If we turn back to the  
13 front page of your CV.

14 You see that you have listed  
15 areas of expertise?

16 A. Yes.

17 Q. Public relations, marketing,  
18 advertising, journalism, reputation, damage  
19 to reputation and it goes on.

20 Are all of those areas relevant  
21 to your testimony here today?

22 A. Well, the only thing that is  
23 relevant to my testimony is public  
24 relations. There is no other profession --  
25 anything that deals with defamation.



1 R. Fisher

2 Defamation is about reputation for the most  
3 part. False statements, we know that.

4 But it's about impacting  
5 someone's reputation. The only profession  
6 has anything to do with reputation for the  
7 most part is public relations, not  
8 advertising, not marketing, no journalism.

9 So I would say that list in this  
10 case today, I would say public relations is  
11 one. Defamation another. Damage to image  
12 or reputation is another. So some extent  
13 crisis communications, management might be.  
14 Public perception and opinion. That would  
15 be. Probably. That would be it.

16 Q. If we turn now a few pages to  
17 page 4 of your CV.

18 I guess let me pause. If you  
19 look at the bottom of page 3, you see there  
20 is a header that says, "Expert Witness  
21 Experience"? Bottom of page 3 and  
22 continues to page 4?

23 A. Yes, yes.

24 Q. Then if you just sort of leaf  
25 through the next sort of four or five

SOUTHERN DISTRICT OF NEW YORK

Defendant.

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)CASE NO.:  
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)20-Civ-7311  
) (LAK) (JLC)  
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TUESDAY, DECEMBER 20, 2022

TSG Reporting - Worldwide 877-702-9580



## A P P E A R A N C E S

FOR THE PLAINTIFF, E. JEAN CARROLL:

KAPLAN HECKER & FINK LLP  
BY: MATTHEW CRAIG, ESQ.  
HELEN ANDREWS, ESQ.  
SHAWN CROWLEY, ESQ.  
350 FIFTH AVENUE  
NEW YORK, NEW YORK 10118

FOR THE DEFENDANT, DONALD J. TRUMP, IN HIS  
PERSONAL CAPACITY:

HABBA MADAIO & ASSOCIATES LLP  
BY: PETER SWIFT, ESQ.  
1430 U.S. HIGHWAY 206  
BEDMINSTER, NEW JERSEY 07921

ALSO PRESENT:

TRAVIS SIMMONS, VIDEOGRAPHER

1 best news media that have the most credibility, the  
2 reach, and whatever to go after, regardless of  
3 whether they ever carried the original information.

4 Q. And -- and what data do you rely upon to  
5 determine what the best media is for your target  
6 audience in terms of credibility and the other  
7 things you mentioned?

8 A. Knowledge. I've been in this business  
9 50 years. A reporter for "The "New York Times", I  
10 was in journalism -- I know the media, I know which  
11 media -- who the media are, I know what they do, I  
12 know who they reach out to, I know who reads them or  
13 listens to them, I know what -- for instance, if I  
14 had something from Mr. Trump back in the day, I  
15 wouldn't go to MSNBC for it, I would go to FOX, you  
16 know, or now Newsmax or America One [sic] or  
17 whatever.

18 But the bottom line is I -- I have  
19 knowledge; that's why I'm an expert. I have  
20 50 years of knowledge of working with the media.  
21 Most of them were around 50 years ago. "New York  
22 Times" was around 50 years ago, so was the  
23 Washington Post, so was ABC, so was AP, so was Wall  
24 Street Journal. I don't need to consult textbooks  
25 or media guides -- again, we're just talking about

1 news media at this point. I don't need to consult  
2 them to know who -- who the movers and shakers are  
3 or where I need to be.

4 Q. And so, it -- you do not look at polling  
5 or any other data sets to identify the media  
6 consumption habits in this day and age of your  
7 target audience?

8 A. No.

9 Q. Okay.

10 A. And it's somewhat premature anyway, but I  
11 mean, that's when you get into the nitty gritty of  
12 filling in my blueprint, whoever does it, that's --  
13 that's at the time, that's what they will do. My  
14 task as an expert is I design a plan that has -- as  
15 I said, tried and true activities that have proven  
16 to be effective and valuable over a period of time.  
17 My job isn't, in that, to get into the weeds of each  
18 particular recommendation and break it down to the  
19 Nth degree as to -- it would be premature to do it  
20 because conditions can change from the time --  
21 sometimes I do these reports and -- and the case  
22 isn't over for three years. I've had cases where  
23 I've done the reports three years later. Three  
24 years is a big difference, why would I charge my  
25 client --